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Relationship of Dispositional and Behavioral Factor: Moderation of Employee Voice Behavior in Corporate Sector

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Abstract

The aim of the study is to analyze the relationship between dispositional factors i.e., core self evaluation and innovative behavior that is theoretically relevant to voice behavior. A survey was conducted measuring core self evaluation and innovative work behavior among 237 employees of banking sector. Core self evaluation and innovative behavior are positively related and this relationship is exacerbated by employee voice. The results indicate that core self evaluation is more predictive and has a significant effect on innovative behavior. Results also show that voice moderates the relationship of core self evaluation and innovative behaviour; voice enhances the indirect relationship of CSE and Innovative behavior. Researchers in future can look for more traditional organizational settings to validate these findings. This study has utilized field settings that have been have been rarely used in the past to examine the impact and purpose of employee voice behaviour. The study has also addressed the gap of analysing the role of dispositional factors other than the big five personality traits as important contributor to the purposefulness of employee voice behaviour in a field setting.

Key Words: *Employee Voice, Innovative Behavior, Core Self Evaluation, Supportive Voice.*

Introduction

Work environments continuously evolve in reaction to growing innovation, long term sustainability and competition. Organisations have to continuously strive in order to adapt innovate and learn for both survival and organisational performance (Naqvi, 2020). In the present dynamic and competitive business environment, organizations have to rely on their human resources, for this reason organizations try hard to meet the challenges through employee innovative work behavior (Chou & Walker-Price, 2018). Innovative behavior not only allow to use the existing resources effectively and efficiently, but it is a continuous source of a sustainable competitive advantage (Helfat, 1997; Zollo & Winter, 2002). Innovations play a crucial role in shaping up a long-term organizational achievement. In the recent years innovative behavior has gained a noticeable attention from the researchers. Innovative work behaviour can be conceptualized as a set of dynamic actions carried out by an employee aiming at realization, generation , and promotion of novel ideas and solutions in an organization (Janssen, 2000; Scott & Bruce, 1994). It is assumed that employee innovative behavior has a strong association with the with organizational innovations and effectiveness (Janssen, 2000; Janssen, Van de Vliert, & West, 2004).

New ideas generated by the employees at the work place are valuable tool for the organization to perform innovatively and it is evident that new ideas often stem from the voice behavior (Zhou, Feng, & Liu, 2017). Keeping in view the importance of innovative behavior previous studies tried to dig out innovative behavior as the predictors of employees' voice behavior, but the studies do not provide the enough insight and satisfactory answers to the question that how voice can be innovative (Liu, Zhu, & Yang, 2010).

In the light of the above literature, I suggest that there is a scarce work, done on this aspect of voice and innovative behavior. This study will try to eliminate this gap and not only will validate the existing theory and but also add a new literature and body of knowledge on voice behavior. Also the study will provide enough evidence of strong relationship of voice and innovative behavior.

Decades ago the importance of voice was observed by the pioneer of this concept. He noticed that employees raise their voice to bring positive changes in the organizations instead of staying quite (Hirschman, 1970). He named this behavior as voice of employee at work place he further highlighted that it plays a vital role in helping organizations to acclimatize with the dynamic business environment (Maynes & Podsakoff, 2014). Given the importance of voice, in the present study I believe that voice has a strong impact on the innovative behavior of the employees. I further posit that if the firms introduce voice culture it can enhance innovative capabilities of the employees and they can act more dynamically and innovatively in their organization.

A significant number of researchers took interest in the concept since 1980s; especially in the area of organizational behavior, employment relations and human resource management. Each of these disciplines highlighted the various facets of voice, by analyzing the mechanisms for employees to have 'a say' in organizational decision-making (Freeman, Boxall, & Haynes, 2007; Gollan, Kaufman, Taras, & Wilkinson, 2014; Wilkinson & Fay, 2011; Wilkinson, Gollan, Kalfa, & Xu, 2018).

Van Dyne and LePine (1998) have seen voice as a promoting behaviour characteristic of constructive expression for making improvement rather only being criticism; voice behaviour is to suggest and recommend modifications and change; it is to have an innovative stance despite, it is contradictory for other members of an organization. It is clear from the definition of voice given by (Van Dyne & LePine, 1998) that voice may cause innovative work behavior at the work place. This understanding of voice may be considered as a constructive and challenging behavior. This conceptualization if voice has gained a prominent place in the literature with a lot of studies explaining voice as an expression of constructive challenge in the form of new proposals, new thoughts and opinions (Chamberlin, Newton, & Lepine, 2017).

Despite the study on the voice, a less empirical focus has been made on the single attributes of the voice that is constructive and supportive voice. The present study will focus on the individual characteristics of voice instead of promotive and prohibitive nature of voice. In light of the small body of existing research on employee voice in developing economies, the purpose of the proposed study is to explore the role of employee voice behavior and its impacts on employees in developing country like Pakistan.

In the current years, researchers mainly focused to understand the motives that drive the voice behaviour that could be individual factors or situational factors that elevate the employee voice behaviour and therefore within an organisation or a group the employees tend to be silent or raise their voice in this kind of connotation. Given that the existing literature has remarkable gaps and unsolved issues, and it is not entirely clear where future scholars should be directed (Morrison, 2011). The present study will remove

this gap by analyzing the relationship of core self evaluation and innovative behavior with the moderating effect of employee voice behavior.

Based on the above facts, the significance of employee behavior is quite obvious. There is a need to analyze the voice in a different way. This study will analyze the two components of voice that is constructive and supportive instead of a single aspect that is promotive voice behavior. This will unfold the concept of voice behavior and help to analyze the different dimensions of voice independently (Zare & Flinchbaugh, 2019). Purpose of the current research is to examine how far voice behavior is helpful in creating innovative work force in Pakistani organizational settings. As it is evident from the literature that the voice is a proactive behavior of employees and when they raise their voice for the betterment of the organizations, it can break the status quo in the organizations and bring the innovations. I suggest that, the employees can only raise their voice effectively and loudly if they have traits such as core self evaluation.

In developing countries like Pakistan, organizational structure is more formal and rigid, employees are not given freedom to speak up about the organizational policies and procedures which results in maintaining the status quo and no positive change is introduced in the organization. Hence it is beneficial for the organization to conduct such research which may create a culture of raising positive voice at the work place it will lead to originate the new ideas which in turn develop the organization to compete in the dynamic business world (Zulfiqar, Sadaf, Popp, Vveinhardt, & Máté, 2019). I posit that although the employees know about the malpractices going on in the organizations, but they still keep silent only because they lack characteristics, such as core self evaluation.

Rationale of the Study

The global business environment is increasingly dynamic and is underscoring the criticality of proactive behaviours in an organisation such as the employee voice behaviour for the adaptation and survival of an organisation (Aryee, Walumbwa, Mondejar, & Chu, 2017; Crant, 2000; Griffin, Neal, & Parker, 2007). Voice behaviour being a proactive behaviour has gained much research attention (Morrison, 2011). Within the top echelons of an organisation knowledge and recognition for the improvement of organisational processes and decision making quality do not necessarily reside (Senge, 1990). Research has specifically shown that voice behaviour predicts prevention of crisis (Schwartz & Wald, 2003), improves and innovates the processes of an organisation (Argyris & Schön, 1978),

With the ever changing business environment and adaptation of organisations communication efforts have very important implications for organisational survival therefore, voice is important as it improves and it depicts the concerns of employees and it raises critical questions for the practical solutions for the organisation's effective performance. When employees are reluctant to raise voice and decide to remain silent organizations are likely to suffer and valuable information is lost as well. Voice behavior positively impacts individual employee. It is important to address employee voice in the organizational context as it has substantial positive outcomes for employees and for organisational benefits. Employees can proactively help their organisation by raising their voice and participating in raising concerns and sharing ideas is not effective (Li, 2015). Personality factors prompt the employee to speak up for the organization and for him/herself at the workplace. What benefits an organization can attain if there are employees who speak up for new ideas and suggestions and for what is going wrong at the work place. In the proposed research it is assumed that the besides other traits, employees who have core self evaluation and felt obligation, raise the voice in the organization.

Literature Review

In present dynamic business environment, organisations often exert tremendous effort in order to gain competitive advantage and success by using innovative techniques. No doubt, a lot of researchers have noticed that innovations work in two ways it not only allow organizations to consume existing resources heterogeneously, but also produce high performance organizations to gain the competitive edge (e.g., (Helfat, 1997; Zollo & Winter, 2002). Innovations play a vital role in determining the long term success of the organizations, firms have been putting more attention to explore employee innovative behavior, as it generates, promotes and realizes new ideas and practical solutions in the organization (Janssen, 2000; Scott & Bruce, 1994); employee innovative behavior leads to organizational effectiveness (Janssen, 2000; Janssen et al., 2004).

Organizational innovation is multidimensional that involves introducing new and better processes, technologies, structures, processes, products, and strategies (Donate, Peña, & Sanchez de Pablo, 2016; Fu, Flood, Bosak, Morris, & O'Regan, 2015; Leonard & Waldman, 2007; D. Liu, Gong, Zhou, & Huang, 2017; Rosenbusch, Brinckmann, & Bausch, 2011). To stay ahead of competition and to maintain competitive position in the market it is really good to continuously learn from the past experiences and developed and adapt in the ever changing business environment (Gray & Jones, 2016). Innovation in the products for customers, the organisations continuously require to equip their employees with skills and requisite knowledge and implement effective and efficient innovative solutions for organisational problems (García-Morales, Llorens-Montes, & Verdú-Jover, 2006; Salavou, Baltas, & Lioukas, 2004).

Initiating new, practical and functional ideas ideas or problem solving useful ideas is called creativity (Amabile, 1983; STERNBERG & Sternberg, 1988). Whereas innovation is to creatively execute ideas and imply practical accomplishment (Amabile, Conti, Coon, Lazenby, & Herron, 1996). LePine and Van Dyne (1998) noted that innovation can be initiated upon recognizing novel ideas and generating practical outcomes that challenges status quo. Creativity is primary condition for employees to be innovative at work place. (Kremer, Villamor, & Aguinis, 2019).

Core self evaluation (CSE) developed two decades ago as a concept (Judge, Locke, Durham, & Kluger, 1998), and it is the way through which a person evaluates his/her capabilities and self worth. CSE Is abroad meta trait that consists of for lower order traits that are generalised self efficacy, self esteem, locus of control, and emotional stability. The way an individual perceives that he or she can perform well and successfully cope is conceptualized as generalised self efficacy (Debusscher, Hofmans, & De Fruyt, 2017). Self esteem refers to the appraisal that a person makes about self worth. Locus of control encompasses a person's belief that beneficial outcomes cannot be attained by only relying on faith rather own actions are more necessary. Whereas emotional stability pertains to the tendency a person feel secure and calm (Chang, Ferris, Johnson, Rosen, & Tan, 2012).

Core self evaluation can be conceptualized as a person-related resource as an argument. Person related resources are the psychological resources such self efficacy, optimism, and self esteem (Debusscher et al., 2017; Gorgievski & Hobfoll, 2008), which are the elements of the nomological net and constituents of core self evaluation (Judge & Hurst, 2007). Person related resources are moreover believed to be stable therefore, CSE and its elements are conceptualised being fairly stable (Judge, 2009; Judge, Erez, Bono, & Thoresen, 2003).

CSE Describe the positive self concept and it is the self evaluation at the bottom line (Judge, Erez, & Bono, 1998). In the contemporary business environment core self evaluation has a potential influence on the proactive behaviours in an organisational context critically influencing change (Aryee et al., 2017).

Voice is the articulation in a system where higher authorities are expressed of opinions and views inside or outside the managerial hierarchy. Voice holds key importance as it is emphasizes on the repair of degrading conditions of an organisation and to meet a certain level of performance (Farrell, 1983). Voice is the expression of choices and desires open employee to communicate ideas to the management so that organisation can flourish (Barry & Wilkinson, 2016). Voice is the formal expression of opinions, suggestions, ideas, or some other approach that targets objectionable state of affairs so that the can be modified and the current functioning of an individual employee or organization is improved (Cumberland, Shuck, Immekus, & Alagaraja, 2018). Voice raised by employees constructively develop an organisation and it is not a mere argument from the side of employees (Van Dyne & LePine, 1998). Employee voice is the voluntary expression of views with the purpose of influencing organisational performance (Bowen & Blackmon, 2003).

The conceptualization of voice behaviour is different from intimidation and threatening as it is the helping behaviour relating to citizenship behaviour in an organisation (LePine & Van Dyne, 1998). Voice behaviour is initiated with a constructive purpose that includes challenge and action. Voice can also be differentiated from behaviours that are destructive in nature such as snitching and creating hindrances. Voice behaviour is also different from organisational opposition that include conscientious problem reporting to the concerned departments. Complaining can also be distinguished from organisational voice as complaint behaviour is the discontentment and unhappiness in a current situation and it doesn't significantly contribute in innovation or change at the workplace. The role of employees is written in the job description contrary to voice behaviour as an employee is already expected to do that role. Voice is also distinct from organisational citizenship behaviours such as sportsmanship courtesy contentiousness and altruism. It can be noted specifically that employee voice behaviour could be costly or disruptive for an organisation as it is change oriented and it challenges the status quo of an organisation (LePine & Van Dyne, 1998; MacKenzie, Podsakoff, & Podsakoff, 2011). Irrespective of the perceived risks of employees behaviour researchers have a notion that voice behaviour can substantially impact the decisions made by the management, organisational learning, and for effective problem solving (Detert & Burris, 2007; Elizabeth Wolef Morrison & Milliken, 2000).

Conceptual Framework of the Study

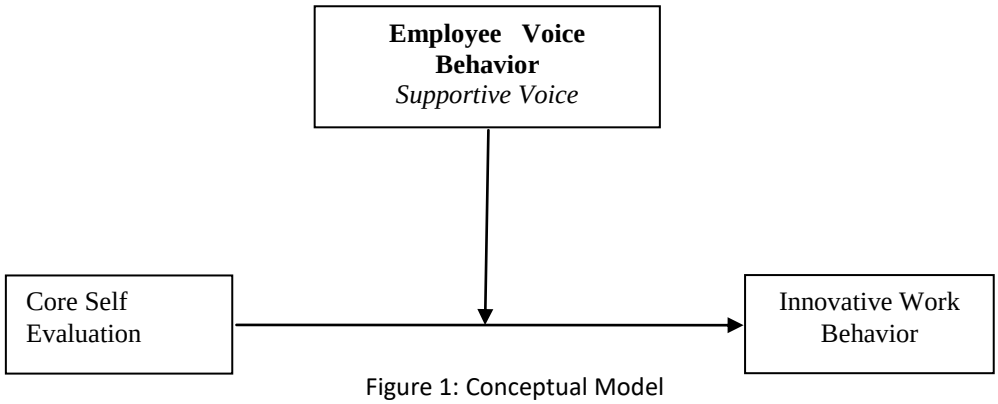

Figure 1: Conceptual Model

Theory and Hypothesis

Core Self Evaluation and innovative work behavior

Core self evaluation (CSE) pertains to the approach in which an individual accesses him/her self value and capacity (Judge, Locke, Durham, & Kluger, 1998). The concept was developed a couple of decaades ago. CSE is viewed as a broad meta-trait comprises of four components, a) generalized self-efficacy, b) self-esteem, c) locus of control, and d) emotional stability. Generalized self-efficacy is the perception of an individual that he/she is able to execute his duties in a good way and handle effectively (Debusscher et al., 2017). Self-esteem refers to the overall appraisals that are made by a person about his or her own self worth. Locus of control encompasses a person's belief that the favourable outcomes are not a result of faith rather it is because of one's own actions. Finally, emotional stability is a person's propensity to feel peaceful and protected (Chang et al., 2012).

Conservation of resources (Nekoie-Moghadam et al.) theory argues that core self evaluation can be considered as an individual resource (Hobfoll, 1989, 2002). Psychological resources are person-related capital such as self-efficacy, optimism and self-esteem (Debusscher et al., 2017; Gorgievski & Hobfoll, 2008), which are The elements and constituents of CSE nomological net (Judge & Hurst, 2007).

The influence of CSE on employee work behaviors is significant, in view of the changed organizational perspective and the potential influence of CSE on the proactive behaviors that may enhance organizational survival in the modern vibrant marketplace (Aryee et al., 2017). In light of the above discussion I propose that core self evaluation is a dispositional factors practiced by an individual. Core self evaluation has a connection to the innovative work behavior.

Hypothesis1. Core self evaluation is positively related to the innovative work behavior.

Voice Behavior and Innovative Behavior

Ng and Feldman (2012) were of the view that individual level creative performance is conducive through gaining instrumental resources such as voice behaviour. Following (Ng & Feldman, 2012) argument, the current study will analyze the relationship of employee innovative behaviour and voice behavior. Voicing gives an opportunity to the employees to gather extra information that provides chances of additional information acquisition a key factor that impacts creative cognitive process. In performing voice activity speaker tends to initiate related knowledge and information kept in memory such as work experience and expertise (De Vet & De Dreu, 2007). Given that, employees at work place can present different dimensions of a certain issue while raising vice (J. Zhou & George, 2001), this phenomenon further facilitate the creative thinking process. Based on these arguments following hypothesis is formulated.

Hypothesis2. Employee voice has a positive effect on innovative behavior.

Moderating Role of Voice Behavior

Previous studies have established that have argued that voice is an antecedent of a wide range of intrinsic and extrinsic factors that influence one's motivation and wish to speak up (Chamberlin et al., 2017). (Elizabeth W Morrison, 2014; Elizabeth Wolfe Morrison, Wheeler-Smith, & Kamdar, 2011) a framework has been introduced that places the antecedents of voice into five categories that are functionally similar. These categories are individual dispositions, organisational/job attitudes and

perceptions, believes emotions and schemas, leader/supervisor behaviour, and contextual factors. Individual disposition refers to basic capabilities and roles of individuals and the way they feel, think and behave (Motowildo, Borman, & Schmit, 1997). In this connection, the employees who strive more and are perseverant for achievement raise more voice and tend to proactive (LePine & Van Dyne, 2001; Maynes & Podsakoff, 2014). Subsequently, from available literature (Elizabeth W Morrison, 2014), argued that personality factors are positively related to voice. Additionally, it is observed that for antecedent categories and individual dispositions there are a number of constructs that are in line with Morrison's framework.

Creativity is an employee level individual behavior which is significant for innovativeness at the work place (Shalley, Zhou, & Oldham, 2004; West & Farr, 1989). The employees with creativity are valued in the organization, however less is known about what influences creativity. However voice behaviours, include making constructive suggestions for improvement in the organization (George & Brief, 1992), voice behaviour aims at suggesting ideas that help the unit in proceeding and these ideas and opinions are the directions that persuade the other organisational members to carry out innovative work behaviour (Borman & Motowidlo, 1993; Kay, 1989). Based on these arguments hypothesis 3 is formulated.

Hypothesis3. Voice behavior moderates the relationship of core self evaluation innovative work behavior

Methodology

Sample

Following previous studies (Aryee et al., 2017; Li, 2015; Elizabeth W Morrison, 2011; Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014; Zare & Flinchbaugh, 2019) I followed the quantitative approach to test the hypotheses.

The data of the current study is cross sectional and collected through purposive convenient sampling. The total number of the participants that responded to this quantitative study is (*N*=237).The data is collected from banking professionals of two public sector banks; for bank A (*N*=118) and for bank B (*N*=119).The data is collected from officers of different tiers that is officer grade I, II and III and assistant vice presidents. The data is self-administered, instructions and guidance for completing the questionnaires is given before providing the questionnaires, and only willing participants were provided with the questionnaire and were given the freedom to discontinue at any point. The participants were thanked for their cooperation. The response rate of the study is 79 %. The frequency distribution of the sample characteristics is given below in table 1.

Table 1: Frequencies of the demographic variables of the sample.

Categories	Total Sample (*N*=237)	Bank A (*n*=118)	Bank B (*n*=119)
Frequency		*f*	*f*
Gender (*N*=234)			
Males (135)		63	72
Females (99)		60	39
Missing (3)			
Marital Status (231)			
Married		72	77

Single	45	37
Missing (6)		
Position in organization (237)		
AVP	51	42
OG-1	30	24
OG-1I	29	18
OG-1II	26	17
Missing (0)		

Note. AVP=Assistant Vice President; OG-I = Officer Grade One; OG-II = Officer Grade Two; OG-III = Officer Grade Three.

Measures

CSE Scale

In the current study, 12-item Core Self-Evaluations Scale from Judge, Erez, Bono, and Thoresen (2003) is used. The scale is a holistic in nature as it integrates the constituents of CSE that are self esteem, generalised self efficacy, internal locus of control, and emotional stability. The 10 items scale has a Cronbach alpha of .70. DJ scale is developed by Neihoff and Moorman (1993). It has five items. The scale is rated on five point Likert scales where 1 is strongly disagree and 5 is strongly agree. The alpha reliability of the scale came out to be .90 in a previous study (Moorman et al., 1993), .76 is the alpha reliability of the current study.

Employee Voice Scale

Employee voice scale developed by Maynes and Podsakoff (2014) was used in the current study. The scale has four dimensions; supportive voice, constructive voice, defensive voice and destructive voice. In the current study two dimensions of employee scale are measured. Item one to five were used to measure supportive voice whereas, item six to ten measured constructive voice. The responses are ranked on a five point Likert scale ranging from strongly agree to strongly disagree. Reliabilities for these measures were .89 for supportive voice and .95 for constructive voice (Maynes & Podsakoff, 2014).

Innovative Behavior Scale

Innovative behavior is a six item scale developed by Scott and Bruce (1994). The scale is rated on a five point Likert scale where one is “not at all” and five is “to an exceptional degree”. The original research shows the Chronbach alpha reliability of .89 (Scott & Bruce, 1994), in the current study the reliability of innovative behavior scale came out to be .85 falling in acceptable range.

Results

The data of the current study was collected from the bank staff and it was analysed utilising various statistical procedures in IBM SPSS version 21.0.

Relationship between Core Self Evaluation, Innovative Work Behavior and Employee Voice Behavior.

The objectives of the current study were achieved through correlation analysis of core self evaluation innovative behavior and employee voice behavior is done, regression analysis is also done to observe the impact of independent variable (core self evaluation) on the dependent variable (innovative work behavior).

Table 2: Descriptive Properties and Alpha-reliability of Employee Voice Behavior, Core Self Evaluation and Innovative Work Behavior among Bank Employees.

Descriptive Statistics of Study Variables (N=237)

			Range					
	Items	α	Potential	Actual	*M*	*SD*	Skewness	Kurtosis
Core Self Evaluation	12	.83	12-60	13-58	41.08	8.02	-.22	1.12
Innovative Behavior	06	.85	06-30	12-25	21.03	*464*	-.87	.42
Supportive Voice	05	.82	05-25	06-24	17.24	*3.99*	-.24	.23

Table 2 shows that the reliability of all three measures is above .8 and above and falls in acceptable range. Skewness and kurtosis also lies closer to 1 depicting normal distribution of data.

Table 3: Correlation Matrix of Study Variables among Bank Employees (*N*=237)

	Core Self Evaluation	Innovative Behavior	Supportive Voice
Core Self Evaluation	1	.54**	.47**
Innovative Behavior		1	.34**
Supportive Voice			1

***p*<.01

Table 3 shows the correlation among the study variables. There is significant positive correlation between core self evaluation and innovative behaviour. Likewise, the correlation between core self evaluation and supportive voice is also positive and significant which. It also shows significant positive correlation between employee supportive voice and innovative work behavior. The table hence shows support for hypotheses No. 1 and 2.

My findings of the current study are consistent with the previous results. These findings depict dependence of innovative work behavior on employee core self evaluation. The results of this study are further strengthened by other studies, (Guzman & Espejo, 2019) also revealed the significant positive correlation between innovative work behavior, core self evaluation and employee voice. Previous studies show positive correlations between core self evaluation and innovative work behaviour (Zhang, Kwan, Zhang, & Wu, 2014). Moreover it is also highlighted that there is positive correlation between core self evaluation and innovative work behavior (Simonton, 1992).

Table 4: Multiple Hierarchical Regression Analysis Predicting Innovative Behavior among Bank Employees (N=237)

Variables	Innovative Behavior				
	B	*SE*	*β*	ΔR^2	R^2
Step 1					
Constant	39.16	4.36			
Gender	.19	.14	.16		
Age	.08	.03	.14		
Core Self Evaluation	.37	.05	.28**	.26	.28
Step 1					
Constant	36.58	5.62			
Supportive Voice	.36	.04	.29**	.31	.34

Table 4 shows the predictive relationship between core self evaluation and innovative work behavior. Core self evaluation causes 26% variance in innovative work behavior, whereas 31% variance is explained by supportive voice in predicting innovative work behavior.

Table 5: Interaction of Supportive Voice and Core Self Evaluation on Innovative Behavior

Predictors	Innovative Behavior	
	ΔR^2	*B*
Step 1	.003	
Control Variables		
Step 2	.47**	
Core Self Evaluation		.47
Innovative Behavior		.35
Step 3	.007**	
Core Self Evaluation * Innovative Behavior		.07*
Total R^2	.48**	
N	237	

*p<.05, **p<.01

Table 5 shows the non significant effect of control variables in relation between core self evaluation and innovative work behavior in step 1. Step 2 shows the main effect accounting 47% variance in job innovative behavior. The interaction term in step 3 accounts for significant increment in variance in innovative beaviour (ΔR^2 = .07). It supports hypothesis no. 3.

The moderating effect of employee voice behavior in relation between coreself evaluation and innovative work behavior

Graph No. 1 shows positive linear relationship between core self evaluation and innovative work behavior on all three i.e., low, medium, and high levels of employee voice behavior. It further shows that that with increase in employee voice the relationship between core self evaluation and innovative work behavior is strengthened.

Figure 1: The moderating effect of employee voice (supportive voice) in relation between core self evaluation and innovative work behavior.

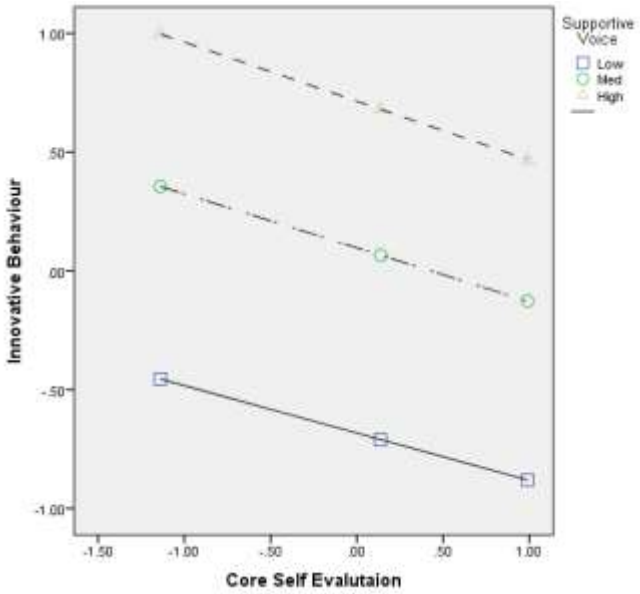

Figure 1 shows that there is positive relationship between core self evaluation and innovative work behavior on medium and low levels of employee voice behavior, as employee voice is increasing the strength of relationship between core self evaluation and innovative work behavior is also increasing.

Discussion

The current study tested the moderated effect of employee voice behavior between the core self evaluation and innovative behavior. Firstly in the current study it is found that core self evaluation is positively related to employee innovative behavior. The study propose that the employees with high core self evaluation are more innovative in their performance at the work place. Secondly, it is established that supportive voice behavior of employees at workplace is a moderator between the core self evaluation and innovative behavior in the current study. It is observed that relation of core self evaluation and innovative behavior further enhanced when voice moderates between the two variables. This study supports the positive aspect of the supportive voice. It further highlights that when employees speak up their innovative behavior is boosted. Empirical finding of the current study is supported by the previous studies (Fuller, Barnett, Hester, Relyea, & Frey, 2007).

Conclusion

The results show positive correlation between different behaviors of employees administered in the organization while working in the organization. This study suggests that core self evaluation influences innovative work behavior. Correlational analysis shows that the organizations having employees with core self evaluation are more innovative inn their work at the work place. It is noteworthy if core self evaluation is promoted it assists organizations to increase innovativeness and implement novel ideas. The organizations that ignore the worth of core self evaluation in the employees while recruiting results in

risks such as non-compliance with rules and regulations in the organization. In the current study built in core self evaluation perception and its correlation with innovative work behaviour was examined along with the moderating effect of employee voice that is supportive voice on core self evaluation and innovative work behavior. The findings also revealed that there is a positive relationship between acquired core self evaluation and innovative work behavior. Moreover supportive voice shows positive relation with the innovative work behavior. More the person will raise the positive voice in his /her environment more will innovative towards job.

Limitations

The study is conducted on the few aspects of the employee voice only one dimension of voice is taken in the current study that is supportive voice. Further study can be done on other variables of the employee voice and further dimensions of voice should be explored, like constructive voice. Moreover the study is conducted on the banking sector it can further be enhanced by collecting the data from more organizations in different sectors and the study can be generalized to the entire corporate sector of Pakistan.

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